

Washington Statewide Homeland Security Strategic Plan Scope of Change
as of June 9, 2005
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Strategic planning is an evolving process that requires continuing additions and deletions. A summary of the proposed 2005 updates to the Washington Statewide Homeland Security Strategic Plan are shown below.

Note – Major revisions made from feedback received on the coordinating draft are shown in bold-italicized text. Those changes shown in red text are changes made from the point the 2005 Interim Plan was issued in support of March 31, 2005 National Preparedness Goal Implementation requirements.

Please send your recommendations and feedback to Amy.Cook@mil.wa.gov

1. Administrative Notes:

- Added hotlinks throughout to help move around the document (i.e., table of contents, priorities page links to the respective section in the goals matrix).
- Replaced the scenery pictures with pictures of Washington State emergency responders, training and other related activities.

2. Preface, Executive Summary, Introduction, Objectives, Mission, and Conclusion:

- Updates and incorporates the national preparedness goal, all-hazards capability support and focus, HSPD 5, 7 and 8.
- ***Revised Strategic Framework graphic on p. 7 and Action Planning Diagram graphic on p. 24 to clarify both diagrams.***
- ***Revised the wording in the mission, strategic objectives, and summary to reflect the National Preparedness Goal wording of “terrorist attack, major disaster, or other emergencies” instead of terrorism or other natural or technological disaster.***

3. Risk, Threat, Vulnerability, & Impacts Section Changes:

- Added the introductory paragraph, page 9, on the combined effects of threat, vulnerability and impacts to define risk and the explanatory diagram.
- Updated the risk, threat, vulnerability and impacts section with subject matter expert updates for paragraphs on the infrastructure sectors.
- ***Re-ordered the critical infrastructure sectors to match the Washington State Critical Infrastructure numbering scheme and included key resource areas not in 2004 (e.g., dams)***
- ***Re-wrote water infrastructure paragraph.***
- ***Revised risk diagram on p. 9 to reverse the order of vulnerability and assessment because most people read a graphic clockwise and clarified wording in lead-in paragraph.***
- ***Eliminated the HLS Threat Spectrum diagram (p. 10) to help broaden the focus beyond terrorism as the only focus.***
- ***Added natural disaster language from the Washington State Hazard Mitigation Plan.***

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- Reorganized the grouping of text, so that terrorism is first, then natural hazards, then the description of critical infrastructure – which may be affected by one or the other.

4. Mission Statement:

Revised to reflect all hazards focus...

***To protect the people, property, environment, culture, and economy of Washington State from acts of terrorism,
enhance statewide all-hazards disaster resistance and
minimize the effects of a terrorist attack or natural-hazards disaster.***

5. Guiding Principles Section Changes:

- Revised the guiding principle on risk to reflect the combined effects of threat, vulnerability and impacts.
- Revised the guiding principle on citizen' responsibilities to include all-hazards emergency preparedness.
- ***Revised the first guiding principle on citizen's responsibilities to also include – "all-hazards emergency preparedness."***

5. Strategic Priorities Section Changes:

- Combined the two similar strategic priorities on prevention/intelligence (#1 and 8 from 2004).
- Added a strategic priority on long term financial sustainment. In 2004 we had an entire section in the goals/objectives/strategy matrix on financial sustainment, but did not have a corresponding strategic priority.
- Modified the preparedness strategic priority to focus not only on the preparedness of emergency responders, but also the statewide incident management system.
- Reordered the priority page to sequence the strategic priorities in the same order as each priority appears in the goals/objectives/strategy matrix for synchronized flow with the matrix table appearing next in the document.
- Added a priority summary title for each priority. The title is also a hotlink that allows the reader to move between the goals/objectives/strategy matrix and priority page.
- **Shortened all priorities and modified to reflect national priorities from the National Preparedness Goal Interim Plan.**
- **Added crosswalk from the national priorities to the Washington Statewide priorities.**
- **Added National Preparedness System diagram (page 24)**

6. Goals Matrix Section Changes:

- ***Deleted Objectives Map Section (5 pages)***
- Update was made to the matrix introduction to reflect the action plan work done in 2004 and describe how to read the matrix.

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- Reformatted the matrix strategic goals, objectives, strategies to include detail from the action plans by adding:
 - Collaborating Lead Designation (Agency, Association or Commission)
 - Key Performance Measures
 - Action Plan Strategy Implementation Steps
 - Action Plan Number that Supports the Strategic Objective
 - Priority Level – Determined by the 2004 Action Plan Initiative prioritization process.
 - Aligned the format with the ODP model for State Homeland Security Strategies for numbering and designations (e.g., strategy implementation steps added, and strategies shifted to objectives statements = now we have goals, objectives and strategy implementation steps)
 - ***Highlighted the start of each goal section by splitting table at that point and adding spacing.***
- Reorganized the matrix into strategic priority sections to list all goals, objectives, strategies for each of the eight Washington Strategic Priorities within the same section. Themes were deleted from the plan and replaced by priority section headings. In addition, the text of each strategic priority was added to the matrix for the respective priority section.
- Eliminated the redundancy for goals/objectives/strategies by combining and rewording which also provides a direct crosswalk between objectives and implementing action plan. The revisions required some re-numbering due to the re-alignments. For any renumbering the previous 2004 number was listed in bold text at the end of the goal or objective that changed.
- Revised existing NIMS objectives and added (2) two new objectives and (1) one new goal to reflect the requirements specified in the completed NIMS document and guidance letter from Secretary Ridge to the Governors.
- Some objectives were added to fill gaps in the strategic plan to include; a) transportation systems security, b) agriterrorism prevention, and c) ports security.
- ***Modified objective 1.1.1 on developing statewide and regional partnerships to specifically include state cross-border relationships.***
- ***Added objective 5.8.2 to “strengthen CBRNE detection capability” IAW National Preparedness Goals priorities.***
- ***Modified 8.1.2 – 8.1.4 to make them all-hazards focused.***
- ***Moved the NIMS goal/objectives from Preparedness section to the Response and Recovery section (5.3.1-5.3.3 become 6.5.1 – 6.5.3)***
- ***Added a goal/objective to implement the National Response Plan (6.6.1).***
- ***Added a goal/objective to implement the National Preparedness Goal (new 5.3.1).***
- ***Goal 2.2., Objective 2.2.1 (Homeland Security Communications Plan) Revised Action Plan Strategy Implementation Step 2.2.1.2 to reflect the requirement to develop and implement a tactical interoperable communications plan and updated the Key Performance Indicators to match the revised Action Plan Steps.***
- ***Goal 5.1 – revised to include the national preparedness scenarios, target capabilities and uniform task lists specific for their tier.***
- ***Combined Goal 1.4 into Goal 1.1 and re-numbered the objectives in Goal 1.***

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7. **Appendix A: Washington State Homeland Security Organizational Structure:**

- Updated the Washington State Domestic Security Infrastructure Chart (Nov 04) to include SIEC and new members to the CHS
- Revised the color coding on the Regional Chart so the diagram can be printed in black and white.
- ***Added hotlinks from the narrative descriptive paragraphs to the respective supporting graphic slide.***
- ***Worked on standardizing and clarifying abbreviations/titles for the Domestic Security Infrastructure slide - as much as space would allow.***

8. **Appendix C:**

- ***Deleted the Statewide Template Initiative (STI) from the strategic plan update as feedback received that it was valuable as an initial basis, but the plan had matured past needing to include this appendix in updates. This is a lengthy appendix and in an effort to keep the document manageable in size the STI is available in the state's original base plan.***

9. **Appendices D, E, F: Acronyms/Glossary/References:**

- ***Renamed appendices C, D, E as the Statewide Template Initiative was deleted. Feedback received from the CHS was that it served a very useful purpose for the original strategic plan, but in future update does not add much value. Over 30-pages in length the CHS recommended the STI only be included in the historical first 2004 plan.***
- Added hotlinks in the Glossary to related reference dictionaries/glossaries located elsewhere on the internet.
- Updated to include National Incident Management System (NIMS), National Response Plan Final Draft (July 2004), 2004 Homeland Security Presidential Directives, and National Preparedness Goal definitions.
- Updated and divided the appendix into sections by type reference (e.g., HSPDs, NSPDs, National Strategies, etc.). ***Ordered references in chronological order.***
- ***Added HSPD 13 Maritime Security Policy to the references.***
- ***Added Acronyms/Definitions from the National Preparedness Goal, Universal Task List and Target Capabilities List.***

9. **Appendix G Washington Statewide Homeland Security Strategic Plan Action Plan Matrix:**

- ***Renamed Appendix F when Statewide Template Initiative was deleted.***
- Added the appendix to list the action plan topics, numbers, coordinating leads and objectives they support, and a crosswalk between 2004 and 2005 plans numbering sequences (some re-numbering was required for 2005).
- ***Deleted the individual project action plans from the matrix. The matrix includes all strategic plan objective action plans.***

10. **Appendix G Added Crosswalk Matrix to show linkage between MMRS, EMPG and Citizen Corps Programs and the Washington Statewide Homeland Security Strategic Plan.**